



## Environmental Management Systems in Academic Culture

### *One Institution's Approach*

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Yale University



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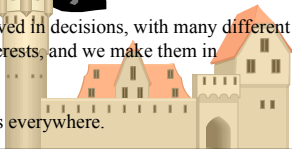


## What is Unique About Colleges and Universities

- Decentralized/Diverse operations
- Few formalized management systems
- Decision making takes place frequently within committees
- Centers of power not always associated with management

Lots of people involved in decisions, with many different perspectives and interests, and we make them in committees.

There are land mines everywhere.



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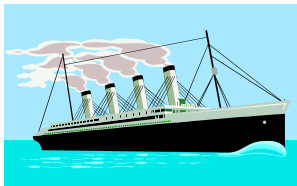
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## What is Unique About Colleges and Universities

- Academic institutions have a lot of momentum and change course very slowly



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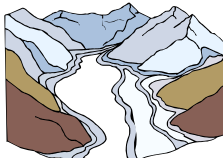
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## What is Unique About Colleges and Universities

- Academic institutions move at glacial speed
  - study things carefully
  - don't like to make mistakes
  - risk takers are generally not rewarded

We move slowly with great momentum



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## How Does One Create Change?

- I can tell you what not to do...



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## How Does One Create Lasting Environmental Programs?

- Get management's attention
- Find supporters and move slowly and methodically
- Be inclusive in decision making
- Start small and create some success
- Build on and leverage your successes
- Adapt to local needs



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## How Does One Create Lasting Environmental Programs?

Too often we create very good programs only to see them fall apart.



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## How Does One Create Lasting Environmental Programs?

### • Why do things fall apart?

- Primary focus and responsibility is not EH&S
- The EH&S duties may conflict with other priorities
- Individuals are overwhelmed and constantly prioritizing
- The tasks (or number of them) appear overwhelming



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## Environmental Management Systems

- To move forward one must implement a management system that institutionalizes the change/program and can lead to continuous improvement.
- What we build should be able to continue on without us.



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## Environmental Management Systems



- What scares you the most when thinking about implementing an EMS?



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## Environmental Management Systems



- The EMS Yale is developing is:
  - focused on compliance
  - campus wide (not specific area)
  - limited in depth



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## What Does It Look Like?



- Short Core Document (4 pages)
  - Policy
  - Planning Issues (global)
    - audits for environmental impacts/compliance
    - tracking of regulations/BMP
    - Goals and Objectives
  - Implementation and Operation
  - Communication with Internal and External Stakeholders
  - Document Management (global)
  - Emergency Preparedness and Response
  - EMS Audit and Management Review of EMS



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# What Does It Look Like?

- Implementation and Operation Program Specific Document (such as SPCC)
  - Scope
  - Program specific policies
  - Program specific responsibilities
  - Inspections/monitoring
  - Handling of non-conformance
  - Recordkeeping
  - Information and training
  - Plan review and update
  - .....

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# What Does It Look Like?

- I know what your thinking....

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# What Does It Look Like?

For each specific program take the:

- applicable regulations
- any regulatory required plan or program
- implementation and operation program specific document



**Database of Tasks/Activities**  
(Who takes what action, where, at what frequency)



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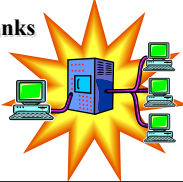


## What Does It Look Like?

### Database of Tasks/Activities

(Who takes what action, where, at what frequency)

- SPCC
- Laboratory RCRA
- Non-laboratory RCRA
- Underground Storage Tanks
- Air Discharges
- Water Discharges
- PCB
- EPCRA



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## What Does It Look Like?

### Database of Tasks/Activities -SPCC

- Utility Operator inspects for compliance with oil storage policies, oil leaks, and availability of spill control equipment (monthly). Documents inspections in log.
- OEHS reviews the utility inspection logs for completeness (semi-annually).
- Utilities/OEHS run an oil spill drill at each power plant (every two years).



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# Questions?



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